



# Economic Development Strategic Plan - RCM2342AS Task 2 Report -- Appendices

prepared for:

## City of Cape Coral Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



## D-H & Associates Consulting, LLC

21 Azealia Drive  
Key West, FL 33040-6206

December 11, 2023

Appendix Exhibit 2.1 - Cape Compass 2030 Strategic Plan			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Cultivate an engaged and informed community and workforce	Develop high quality workforce
Quality Of Life & Quality Places	QLQP	Goal: Preserve and protect Cape Coral's natural resources for current and future generations	Protect natural resources
Infrastructure & Growth Leadership	I&GL	Goal: Invest in resilient infrastructure	Invest in resilient infrastructure
Civic & Governance Systems	C&GS	Goal: Deliver exceptional City services and high-quality amenities	Deliver exceptional City services and amenities
		Goal: Maintain a financially sound government and high-performing organization	Provide fiscally sound government
Innovation & Economic Development	I&ED	Goal: Create a community of prosperous residents, thriving neighborhoods, and successful businesses	Encourage strong economy
Legend			
TS&E	Talent Supply & Education		
QLQP	Quality Of Life & Quality Places		
I&GL	Infrastructure & Growth Leadership		
C&GS	Civic & Governance Systems		
BC&C	Business Climate & Competitiveness		
I&ED	Innovation & Economic Development		

Appendix Exhibit 2.2 - Cape Coral Climate Change Resiliency Strategy			
6 Pillars	Abbrev.	Description	Synopsis
Quality Of Life & Quality Places	QLQP	Goal: Develop the temporal and spatial context for Sea-Level Rise (SLR) adaptation planning in the City.	Prepare for sea-level rise
		Goal: Ensure adequate protection of the built environment through soft and hard shoreline stabilization that seeks to maintain a static shoreline position	Provide soft and hard shoreline stabilization
		Goal: Accommodate increasing sea levels and the additional flooding that will result by adapting the built environment and enhancing the resiliency of the natural environment where it is economically and ecologically practicable to do so.	Enhance the resiliency of the natural environment
		Goal: Reduce vulnerability in the built environment and preserve coastal ecosystems through the orderly abandonment and /or landward relocation of structures and associated infrastructure.	Reduce shoreline developemnt
Legend			
<b>TS&amp;E</b>		Talent Supply & Education	
<b>QLQP</b>		Quality Of Life & Quality Places	
<b>I&amp;GL</b>		Infrastructure & Growth Leadership	
<b>C&amp;GS</b>		Civic & Governance Systems	
<b>BC&amp;C</b>		Business Climate & Competitiveness	
<b>I&amp;ED</b>		Innovation & Economic Development	

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Provide a public school system including Charter Schools that offers a high quality educational environment, provides accessibility for all of its students, and ensures adequate school capacity to accommodate enrollment demand.	Provide high quality public and charter school education system
Quality Of Life & Quality Places	QLQP	Goal: Protect Environmental Resources	Protect the environment
		Goal: Increase public awareness of and access to coastal natural resources	Enhance natural resources
		Goal: Protect Historic Resources	Protect historic resources
		Goal: Provide good quality housing in safe, clean neighborhoods	Provide quality housing in safe neighborhoods
		Goal: Offer a broad choice of options in both housing type and tenure to meet the needs of present and future residents of the City, regardless of age or income status	Offer choices in housing type and tenure
		Goal: Provide adequate stormwater drainage to afford reasonable protection from flooding and to prevent degradation of quality of receiving waters	Provide storm water protection
		Goal: Maintain the functions of natural groundwater aquifer recharge areas	Protect groundwater aquifer
		Goal: Protect and conserve its potable water resources.	Conserve water resources
		Goal: Reduce quantity of non-hazardous solid waste delivered to the Lee County solid waste disposal facilities from Cape Coral and discourage littering and illegal dumping.	Reduce solid waste
		Goal: Discourage littering and illegal dumping.	Discourage littering and dumping

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Quality Of Life & Quality Places	QLQP	Goal: Provide a system of parks, recreational facilities, and open spaces meet the needs of all population segments and to preserve, protect, and enhance the natural amenities of the area	Provide green space
		Goal: Preserve, protect, and enhance the natural amenities of the area	Protect and enhance natural amenities
Civic & Governance Systems	C&GS	Goal: Protect public and private investment in existing facilities, and promotes orderly, compact, and efficient urban growth.	Protect public investments
		Goal: Maintain programs for mitigation of damage from natural or man-made disasters.	Fund disaster relief programs
		Goal: Provide intergovernmental coordination to protect environmental and coastal resources.	Coordinate government resource protection
		Goal: Achieve maximum coordination with other governmental jurisdictions, agencies, and entities	Coordinate with other governments
Innovation & Economic Development	I&ED	Goal: Ensure that private property rights are considered in local decision-making.	Respect private property rights
		Goal: Provide adequate public facilities and services concurrent with new development.	Match public services to development
		Goal: Provide adequate public facilities	Provide adequate public facilities
		Goal: Encourage the efficient use of community infrastructure and natural resources to assure orderly, efficient growth of the city	Efficiency of use of infrastructure and natural resources
		Goal: Provide required public facilities that promotes orderly, compact, and efficient urban growth.	Support orderly, compact, and efficient urban growth.

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Innovation & Economic Development	I&ED	Goal: Provide sanitary sewer, drainage, and potable water facilities, and coordinate with private and County sources for provision of solid waste facilities to meet the existing and projected needs	Ensure infrastructure capacity for projected needs
		Goal : Provide an efficient, balanced and safe motorized and non-motorized transportation system, which is both economical and in accord with future land use and environmental goals.	Provide efficient transportation systems
		Goal : Provide diverse travel choices to ensure mobility, sustain environmental quality, reduce energy consumption, and increase the quality of life	Offer diverse travel choices
		Goal : Assure availability of transportation services to all citizens with a special consideration for the elderly and handicapped.	Serve elderly and handicapped with public transportation
		Goal : The transportation system will emphasize safety and aesthetics.	Provide safe and aesthetic transportation systems
		Goal : The City's transportation system will be an integrated and coordinated part of the county, regional, and state transportation system.	Integrate city transportation system into regional network
		Goal : The transportation network will promote and encourage positive economic development	Promote economic development through transportation network
		Goal : Establish and strategically promote public financial incentives to achieve an economically balanced community with a superior quality of life, employment opportunities for current and future residents and a diversified tax base.	Incentivize economic development

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
<b>Legend</b>			
<b>TS&amp;E</b>		Talent Supply & Education	
<b>QLQP</b>		Quality Of Life & Quality Places	
<b>I&amp;GL</b>		Infrastructure & Growth Leadership	
<b>C&amp;GS</b>		Civic & Governance Systems	
<b>BC&amp;C</b>		Business Climate & Competitiveness	
<b>I&amp;ED</b>		Innovation & Economic Development	

**Appendix Exhibit 2.4 - Resilient Lee**

6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Create public education and awareness campaigns to reduce the	Educate public for impact on natural resources
		Goal: Identify partnerships and incentives supporting the workforce, such as affordable housing near jobs and availability of technical certifications, to draw new populations to the area and encourage the generations raised in Lee County to stay here	Encourage workforce development
		Goal: Rebuild more public access to natural resources	Expand public access to natural resources
		Goal: Improve workforce participation by increasing skilled and credentialed workers to fill jobs in Lee County with an emphasis on making technical certifications available, drawing new populations to the area and incentivizing younger generations to stay in Lee County	Encourage workforce growth
		Goal: Create ways to partner and leverage resources to increase shared ownership of education, to improve outcomes and opportunities from early childhood education to career	Improve means of providing education services
		Goal: Create systems that foster lifelong learning and training opportunities for all	Foster lifelong learning
		Goal: Address outside variables (housing, transportation, mental health, childcare, etc.) that hinder education and workforce	Address education and workforce development constraints
Quality Of Life & Quality Places	QLQP	Goal: Address workforce housing issues and development incentives for vulnerable populations and communities, particularly in regard to homeless individuals	Address workforce housing and homelessness issues
		Goal: Direct actions to improve hydrological and ecological conditions	Improve hydrological and ecological conditions



Appendix Exhibit 2.4 - Resilient Lee			
6 Pillars	Abbrev.	Description	Synopsis
Infrastructure & Growth Leadership	I&GL	Goal: Preserving, hardening, and integrating redundant systems into critical infrastructure, such as water, power, transportation, communications, medical facilities, and sanitary infrastructure systems, while including a holistic approach to both public and private providers of services	Development of redundant systems in critical infrastructure
		Goal: Hardening critical facilities such as potable water systems, Emergency Operations Centers, emergency shelters, fire stations, and hospitals to ensure the first line of defense in an emergency is operational	Hardening of critical facilities in first line of emergency defense
Civic & Governance Systems	C&GS	Goal: Plan for improved short-term recovery response (immediately post-disaster), including but not limited to	Plan for improved recovery response
		Goal: Increase inter-governmental coordination for long-term planning for	Increase inter-governmental coordination
		Goal: Identify short-term actions that support the rapid recovery of businesses, including access to	Fast-track business recovery support
		Goal: Access through mobile services and for special needs environments that includes necessary services and accessibility to facilities built to provide	Provide mobile health services
		Goal: Coordination provided by a resilience hub with dependable and real time information and based on	Coordination and mapping of critical health care infrastructure
		Goal: Mental health response in real time and especially through one-year anniversary with support for staff and considerations for workforce retention and well-being, including	Real time counseling for workforce retention and well-being
		Goal: Regulatory requirements for special services, supportive living centers, options for providers, overall	Provision of special services and overall support for citizens with disabilities

Appendix Exhibit 2.4 - Resilient Lee			
6 Pillars	Abbrev.	Description	Synopsis
Civic & Governance Systems	C&GS	Goal: Pre-disaster planning for supplies, evacuation, fuel, and shelter, especially for special needs during emergencies, and cascading points of failure of weak links, including reducing	Pre-disaster planning for critical supply materials and procedures
		Goal: Addressing increased shelter needs and return to normal operations	Addressing increased shelter needs and return to normal operations for schools
		Goal: Determine regulatory actions and incentives to address impacts of natural resources, including identifying mixed-use spaces for that can be used	Ease regulatory restrictions on temporary use of properties for natural disaster relief staging
Business Climate & Competitiveness	BC&C	Goal: Address immediate and long-term issues related to insurance that individual homeowners and others are facing: <ul style="list-style-type: none"> <li>◦ Develop solutions to support individual homeowners and residences in navigating the insurance claim process related to Hurricane Ian;</li> <li>◦ Identify potential solutions to address difficulties for individual homeowners and others in securing insurance coverage or significantly increased rates becoming a barrier to homeownership</li> </ul>	Address immediate and long-term issues related to homeowners insurance
Innovation & Economic Development	I&ED	Goal: Prioritize industry-sector growth to build a resilient economy	Build a resilient economy
		Goal: Consideration to reduce costs of housing and consistency of codes and	Reducing costs of housing and improving codes and permitting efficiency
		Goal: Zoning changes to comprehensive planning that increases	Zoning changes tot increase density and redevelopment
<b>Legend</b>			
TS&E	Talent Supply & Education		
QLQP	Quality Of Life & Quality Places		
I&GL	Infrastructure & Growth Leadership		
C&GS	Civic & Governance Systems		
BC&C	Business Climate & Competitiveness		
I&ED	Innovation & Economic Development		

## Appendix Exhibit 2.5 - Southwest Florida Comprehensive Economic Development Strategy

6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Provide sufficient funding and encourage flexibility to allow regional stakeholders to address local needs in education, training and workforce development.	Provide funding for education, training and workforce development.
		Goal: Ensure educational systems and workforce training that support innovation and creativity	Support innovation and creativity in educational systems and workforce training
Quality Of Life & Quality Places	QLQP	Goal: Protect natural resources to support quality environment and eco-tourism	Protect natural resources and encourageand eco-tourism
		Goal: Develop projects that improve the region’s quality of life	Develop projects that improve quality of life
		Goal: Increase the supply of workforce housing in the region	Increase the supply of workforce housing
		Goal: Expand arts and cultural identity	Expand arts and cultural identity
Infrastructure & Growth Leadership	I&GL	Goal: Develop transportation systems to support a prosperous, globally competitive economy while minimizing impacts to the natural environment	Develop transportation systems to support the economy while minimizing impacts to the natural environment
		Goal: Promote available ready-sites and buildings	Promote available ready-sites and buildings
Civic & Governance Systems	C&GS	Goal.: Improve public/private/civic cooperation, collaboration, and communication of the Region’s economic strategies	Improve public/private collaboration and communication of economic strategies
		Goal: Improve regional coordination of economic development, land use, infrastructure, water and natural resource decision making	Improve coordination of economic development, land use, infrastructure, water and natural resource decision making
		Goal: Support the region’s growing elderly population	Support the growing elderly population
Business Climate & Competitiveness	BC&C	Goal: Develop projects and programs that support existing and new business	Develop projects and programs that support existing and new business
		Goal: Increase investment in business development and placement in the Region	Increase investment in business development and attraction
		Goal: Monitor CEDS Performance Measures	Monitor strategy Performance Measures

## Appendix Exhibit 2.5 - Southwest Florida Comprehensive Economic Development Strategy

6 Pillars	Abbrev.	Description	Synopsis
<b>Innovation &amp; Economic Development</b>	<b>I&amp;ED</b>	Goal: Provide funding for ongoing economic development activities	Provide funding for ongoing economic development activities
		Goal: Provide technical assistance and use new technology to promote job growth	Provide technical assistance and use new technology to promote job growth
		Goal: Build seamless information technology infrastructure	Build seamless information technology infrastructure
		Goal: Encourage alternative energy production and green product industries	Encourage alternative energy production and green product industries
		Goal: Brand the region as a hub to attract and retain entrepreneurs	Focus marketing on attraction & retention of entrepreneurs

### Legend

<b>TS&amp;E</b>	Talent Supply & Education
<b>QLQP</b>	Quality Of Life & Quality Places
<b>I&amp;GL</b>	Infrastructure & Growth Leadership
<b>C&amp;GS</b>	Civic & Governance Systems
<b>BC&amp;C</b>	Business Climate & Competitiveness
<b>I&amp;ED</b>	Innovation & Economic Development

Appendix Exhibit 2.6 - Urban Land Institute Advisory Panel -- Cape Coral			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Celebrate the Natural Environment through Restoration and Education	Increase public awareness of the natural environment
		Goal: Create identifiable Districts and promote wayfinding for visitors and residents	Promote wayfinding for identifiable districts
Quality Of Life & Quality Places	QLQP	Goal: Define and Strengthen Cape Coral Neighborhoods	Define and strengthen neighborhoods
		Goal: Create a “Regional Park” that is Programmed to Include City-Wide Events	Create a Regional Park
		Goal: Identify and Secure Additional Places for Public Access to the Waterfront	Increase public access to the waterfront
		Goal: Add Cultural Amenities to Reflect a More Diverse Population and Attract Visitors	Increase cultural amenities
		Goal: Review the Development Codes to Incentivize Creativity and Mandate Quality	Incentivize creativity and quality in development codes
		Goal: Resilience Policies and Guidelines Need to Underpin All Land Use Decisions	Resilience policies to underpin all land use decisions
		Infrastructure & Growth Leadership	I&GL
Goal: Create the Infrastructure Necessary for Non-Personal Automobile Use	Create a pedestrian Infrastructure		
<b>Legend</b>			
TS&E	Talent Supply & Education		
QLQP	Quality Of Life & Quality Places		
I&GL	Infrastructure & Growth Leadership		
C&GS	Civic & Governance Systems		
BC&C	Business Climate & Competitiveness		
I&ED	Innovation & Economic Development		

Appendx Exhibit 2.7 - Econographics Market Profile - Fort Lauderdale						
Data #	FL benchmark	Fort Lauderdale Summary				Index target
		Item	Index	Advantages		
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	19.5%	15.9%	81.4		↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	35.2%	105.4	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	28.4%	110.5	■	↑
4	Median age (2022)	42.7	43.1	100.9		↓
5	Male/Female ratio (2022)	97.0	112.4	115.9		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	27.10	20.90	77.1		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	71.4%	102.3	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.29	90.7		↑
9	Median Household income (2022)	\$69,303	\$81,544	117.7	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	61.3%	137.8	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	51.4%	76.5		↑
12	Median home value (2022)	\$354,100	\$485,500	137.1		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	112.2	110.1		↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	145.0	145.0		↓
15	Physicians per 1K population (2022)	21.1	22.1	104.7	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	63.1	123.0	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	66.3%	112.0	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	12.9	73.7		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$22.89	93.9	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$28.29	116.5		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$38.04	113.3		↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$14.16	129.2		↓
23	Avg. Comm'l/Industrial Land Price/acre (2023)	\$57,968	\$1,437,198	2479.3		↓

Appendx Exhibit 2.7 - Econographics Market Profile - Fort Lauderdale							
Data #		FL benchmark	Fort Lauderdale Summary				
			Item	Index	Advantages	Index target	
<b>Electric Rates</b>							
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■ ↓	
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■ ↓	
<b>Part 3 - Market Access</b>							
<b>Market Potential</b>							
26	% of US within 300-mile radius (2023)		7.1%	5.6%	79.1	↑	
<b>Retail Sales</b>							
27	Retail sales per capita (2023)		\$10,660	\$14,230	133.5	■ ↑	
<b>Worker Mobility</b>							
28	Mean travel time to Work - minutes (2022)		27.9	25.3	90.7	↑	
29	Commute outside place of residence (2022)		51.3%	48.3%	94.2	↑	
30	Worked from home (2022)		16.4%	20.0%	122.0	↓	
31	2 or more vehicles available (2022)		44.1%	40.2%	91.2	↑	
<b>Airport Access</b>							
32	Travel time to nearest major airport - minutes (2023)		45.0	16.0	35.6	■ ↓	
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>		<b>Total</b>	<b>13</b>
	50.1	75.0	3rd quartile - Competitive	<i>Meets criteria for Advantage</i>		■	<b>Score</b>
	<b>25.1</b>	<b>50.0</b>	<b>2nd quartile - Somewhat Competitive</b>	<i>Higher index is more favorable</i>		↑	<b>40.6</b>
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>		↓	

Appendix Exhibit 2.8 - Econographics Market Profile - Orlando						
Data #	Item	FL benchmark	Orlando Summary			
			Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	26.7%	176.0	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	47.8%	143.1	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	20.0%	77.8		↑
4	Median age (2022)	41.1	32.4	78.8	■	↓
5	Male/Female ratio (2022)	97.0	103.1	106.3		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	2.55	200.7	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	60.9%	87.2		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.32	92.0		↑
9	Median Household income (2022)	\$69,303	\$65,354	94.3		↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	54.8%	123.1	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	40.4%	60.1		↑
12	Median home value (2022)	\$354,100	\$389,900	110.1		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	93.5	91.8	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	167.0	167.0		↓
15	Physicians per 1K population (2022)	21.1	27.2	128.9	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	81.8	159.4	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	70.6%	119.2	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	12.8	73.5		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$30.50	125.1		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$26.27	108.2		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$26.58	79.1	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$9.63	87.9	■	↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$200,890	346.6		↓



Appendix Exhibit 2.8 - Econographics Market Profile - Orlando						
Data #		FL benchmark	Orlando Summary			
			Item	Index	Advantages	Index target
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	9.77	86.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)	9.49	9.99	105.3		↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	6.8%	95.8		↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$10,468	98.2		↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	27.9	25.6	91.8		↑
29	Commute outside place of residence (2022)	51.3%	41.1%	80.1		↑
30	Worked from home (2022)	16.4%	17.2%	104.9		↓
31	2 or more vehicles available (2022)	44.1%	46.4%	105.2	■	↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	19.0	42.2	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>14</b>
	50.1	75.0	3rd quartile - Competitive	<i>Meets criteria for Advantage</i>		■
	<b>25.1</b>	<b>50.0</b>	<b>2nd quartile - Somewhat Competitive</b>	<i>Higher index is more favorable</i>		↑
	0	25.0	2nd quartile - Somewhat Competitive	<i>Lower Index is more favorable</i>		↓
						<b>43.8</b>

Appendix Exhibit 2.9 - Econographics Market Profile - Palm Bay						
Data #	FL benchmark	Palm Bay Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.15%	24.11%	159.1	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	33.0%	98.8		↑
3	Mature Workers Age group 45-64 (2022)	25.7%	24.5%	95.3		↑
4	Median age (2022)	42.7	42.3	99.1	■	↓
5	Male/Female ratio (2022)	97.0	90.4	93.2	■	↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	0.97	76.3		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	82.3%	117.9	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.92	115.7	■	↑
9	Median Household income (2022)	\$69,303	\$71,645	103.4	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	36.6%	82.2		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	78.5%	116.8	■	↑
12	Median home value (2022)	\$354,100	\$283,300	80.0	■	↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	90.0	88.3	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	82.0	82.0	■	↓
15	Physicians per 1K population (2022)	21.1	16.7	79.3		↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	37.3	72.8		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	59.6%	100.7	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	24.4	140.0	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$33.28	136.5		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$25.93	106.8		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$15.28	45.5	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$9.54	87.0	■	↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$493,746	851.8		↓

Appendix Exhibit 2.9 - Econographics Market Profile - Palm Bay						
Data #	Item	FL benchmark	Palm Bay Summary			
			Index	Advantages	Index target	
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (20223)	9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	6.4%	90.3		↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$7,901	74.1		↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	27.9	26.5	95.0		↑
29	Commute outside place of residence (2022)	51.3%	62.7%	122.2	■	↑
30	Worked from home (2022)	16.4%	11.9%	72.6	■	↓
31	2 or more vehicles available (2022)	44.1%	36.8%	83.4		↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	16.0	35.6	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>19</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>	<i>Meets criteria for Advantage</i>	■	<b>Score</b>
	25.1	50.0	2nd quartile - Somewhat Competitive	<i>Higher index is more favorable</i>	↑	<b>59.4</b>
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>	↓	

Appendix Table 2.10 - Econographics Market Profile - Pompano Beach						
Data #	FL benchmark	Pompano Beach Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	31.6%	208.6	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	36.0%	107.8	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	26.9%	104.7	■	↑
4	Median age (2022)	42.7	42.7	100.0	■	↓
5	Male/Female ratio (2022)	97.0	113.0	116.5		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	2.17	170.8	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	58.7%	84.1		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.33	92.5		↑
9	Median Household income (2022)	\$69,303	\$83,929	121.1	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	33.7%	75.7		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	58.2%	86.6		↑
12	Median home value (2022)	\$354,100	\$341,100	96.3	■	↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	110.7	108.6		↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	120.0	120.0		↓
15	Physicians per 1K population (2022)	21.1	9.3	44.4		↑
16	Arts, leisure, tourism & hospitality employ. per 1K pop. (2022)	51.3	62.9	122.7	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	61.9%	104.5	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	22.5	128.8	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Goods producing workers hrly wages (2022)	\$24.38	\$18.61	76.4	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Service producing workers hrly wages (2022)	\$24.29	\$24.11	99.3	■	↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$24.64	73.4	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$17.17	156.7		↓
23	Avg. Commercial/Industrial Land Price/acre (2023)	\$57,667	\$2,057,193	3567.3		↓
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	11.34	100.4		↓

Appendix Table 2.10 - Econographics Market Profile - Pompano Beach						
Data #	FL benchmark	Pompano Beach Summary				
		Item	Index	Advantages	Index target	
25	Industrial electricity rate (cents/kwh) (2023)	9.49	8.68	91.5		
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	5.7%	79.5		
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$9,534	89.4		
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	29	29.2	100.7		
29	Commute outside place of residence (2022)	46.8%	64.3%	137.4		
30	Worked from home (2022)	15.1%	11.5%	76.2		
31	2 or more vehicles available (2022)	44.0%	39.2%	89.1		
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	28.0	62.2		
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>18</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>	<i>Meets criteria for Advantage</i>		
	25.1	50.0	2nd quartile - Somewhat Competitive	<i>Higher index is more favorable</i>		
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>		
						<b>56.3</b>

Appendix Exhibit 2.11 - Econographics Market Profile - Port St. Lucie						
Data #	FL benchmark	Port St. Lucie Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	37.4%	246.8	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	30.6%	91.6		↑
3	Mature Workers Age group 45-64 (2022)	25.7%	27.3%	106.2	■	↑
4	Median age (2022)	41.1	39.6	96.4	■	↓
5	Male/Female ratio (2022)	97.0	99.7	102.8		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	1.08	85.1		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	72.1%	103.3	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.50	2.80	112.1	■	↑
9	Median Household income (2022)	\$65,081	\$70,613	108.5	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	39.6%	89.0		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	84.6%	125.9	■	↑
12	Median home value (2022)	\$354,100	\$364,300	102.9		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	90.4	88.7	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	90.0	90.0	■	↓
15	Physicians per 1K population (2022)	21.1	17.1	81.0		↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	36.0	70.3		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	57.7%	97.5		↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	16.0	91.8		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$26.62	109.2		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$23.11	95.1	■	↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$19.40	57.8	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$12.85	117.3		↓
23	Avg. Comm'l/Industrial Land Price/acre (2023)	\$59,232	\$145,877	246.3		↓

Appendix Exhibit 2.11 - Econographics Market Profile - Port St. Lucie							
Data #			FL benchmark	Port St. Lucie Summary			Index target
				Item	Index	Advantages	
<b>Electric Rates</b>							
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>							
<b>Market Potential</b>							
26	% of US within 300-mile radius (2023)		7.1%	6.3%	88.0		↑
<b>Retail Sales</b>							
27	Retail sales per capita (2023)		\$10,660	\$8,561	80.3		↑
<b>Worker Mobility</b>							
28	Mean travel time to Work - minutes (2022)		29.0	28.5	98.3		↑
29	Commute outside place of residence (2022)		46.8%	49.4%	105.6	■	↑
30	Worked from home (2022)		15.1%	13.3%	88.1	■	↓
31	2 or more vehicles available (2022)		44.0%	47.0%	106.8	■	↑
<b>Airport Access</b>							
32	Travel time to nearest major airport - minutes (2023)		45.0	48.0	106.7		↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>		<b>Total</b>	<b>16</b>
	50.1	75.0	3rd quartile - Competitive	<i>Meets criteria for Advantage</i>		■	<b>Score</b>
	<b>25.1</b>	<b>50.0</b>	<b>2nd quartile - Somewhat Competitive</b>	<i>Higher index is more favorable</i>		↑	<b>50.0</b>
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>		↓	

Appendix Exhibit 2.12 - Econographics Market Profile - West Palm Beach						
Data #	FL benchmark	West Palm Beach Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.15%	18.66%	123.1	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2023)	33.4%	39.2%	117.4	■	↑
3	Mature Workers Age group 45-64 (2023)	25.7%	22.6%	87.9		↑
4	Median age (2023)	41.1	39.1	95.1	■	↓
5	Male/Female ratio (2023)	97.0	98.6	101.6		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2023)	1.27	2.25	177.1	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	66.7%	95.6		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2023)	2.52	2.36	93.7		↑
9	Median Household income (2023)	\$69,303	\$71,138	102.6	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2023)	44.5%	48.8%	109.7	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2023)	67.2%	51.5%	76.6		↑
12	Median home value (2023)	\$354,100	\$436,600	123.3		↓
<b>Cost of Living</b>						
13	Cost of living index (2023)	101.9	101.6	99.7	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	147.0	147.0		↓
15	Physicians per 1K population (2022)	21.1	21.8	103.5	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	49.1	95.8		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	66.6%	112.5	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	20.0	115.0	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$20.82	85.4	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$33.17	136.6		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$44.40	132.2		↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$14.76	134.7		↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$975,320	1682.5		↓



Appendix Exhibit 2.12 - Econographics Market Profile - West Palm Beach							
Data #			FL benchmark	West Palm Beach Summary			Index target
				Item	Index	Advantages	
<b>Electric Rates</b>							
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>							
<b>Market Potential</b>							
26	% of US within 300-mile radius (2023)		7.1%	6.4%	89.6		↑
<b>Retail Sales</b>							
27	Retail sales per capita (2023)		\$10,660	\$10,300	96.6		↑
<b>Worker Mobility</b>							
28	Mean travel time to Work - minutes (2022)		27.9	26.4	94.6		↑
29	Commute outside place of residence (2022)		51.3%	58.5%	114.0	■	↑
30	Worked from home (2022)		16.4%	15.7%	95.7	■	↓
31	2 or more vehicles available (2022)		44.1%	47.1%	106.8	■	↑
<b>Airport Access</b>							
32	Travel time to nearest major airport - minutes (2023)		45.0	11.0	24.4	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive		<b>Legend</b>	<b>Total</b>	<b>17</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>		<i>Meets criteria for Advantage</i>		■
	25.1	50.0	2nd quartile - Somewhat Competitive		<i>Higher index is more favorable</i>		↑
	0	25.0	1st quartile - Not Competitive		<i>Lower Index is more favorable</i>		↓
							<b>Score</b>
							<b>53.1</b>

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

Majors	Certificates	Rank
<b>Health Professions and Related Programs</b>	<b>1,121</b>	<b>1</b>
<b>Culinary, Entertainment, and Personal Services</b>	<b>463</b>	<b>2</b>
<b>Engineering</b>	<b>318</b>	<b>3</b>
Agricultural/Animal/Plant/Veterinary Science and Related Fields	180	4
Mechanic and Repair Technologies/Technicians	160	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	154	6
Engineering/Engineering-related Technologies/Technicians	140	7
Computer and Information Sciences and Support Services	98	8
Construction Trades	94	9
Business, Management, Marketing, and Related Support Services	84	10
Precision Production	59	11
Communications Technologies/Technicians and Support Services	26	12
Communication, Journalism, and Related Programs	22	13
Education	10	14
Public Administration and Social Service Professions	9	15
Family and Consumer Sciences/Human Sciences	8	16
Science Technologies/Technicians	8	16
Legal Professions and Studies	4	18
<b>Total 2022 awards</b>	<b>2,958</b>	
<b>Number of Fields of Study</b>	<b>18</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>1,902</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>64%</b>	

Majors	Associates	Rank
<b>Liberal Arts and Sciences, General Studies and Humanities</b>	<b>3,586</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>1,287</b>	<b>2</b>
<b>Homeland Security, Law Enforcement, Firefighting and Related Protective Services</b>	<b>122</b>	<b>3</b>
<b>Business, Management, Marketing, and Related Support Services</b>	<b>117</b>	<b>4</b>
<b>Computer and Information Sciences and Support Services</b>	<b>115</b>	<b>5</b>
Legal Professions and Studies	35	6
Architecture and Related Services	26	7
Science Technologies/Technicians	22	8
Education	20	9
Engineering/Engineering-related Technologies/Technicians	4	10
<b>Total 2022 awards</b>	<b>5,334</b>	
<b>Number of Fields of Study</b>	<b>10</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>4,995</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>94%</b>	

Majors	Bachelors	Rank
--------	-----------	------

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

<b>Business, Management, Marketing, and Related Support Services</b>	<b>967</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>743</b>	<b>2</b>
<b>Education</b>	<b>306</b>	<b>3</b>
Multi/Interdisciplinary Studies	305	4
Psychology	298	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	254	6
Biological and Biomedical Sciences	189	7
Communication, Journalism, and Related Programs	180	8
Engineering	158	9
Social Sciences	98	10
Natural Resources and Conservation	82	11
Visual and Performing Arts	58	12
Parks, Recreation, Leisure, Fitness, and Kinesiology	56	13
Public Administration and Social Service Professions	54	14
English Language and Literature/Letters	48	15
Legal Professions and Studies	48	15
History	27	17
Philosophy and Religious Studies	22	18
Theology and Religious Vocations	19	19
Computer and Information Sciences and Support Services	13	20
Mathematics and Statistics	12	21
Physical Sciences	9	22
Liberal Arts and Sciences, General Studies and Humanities	8	23
Engineering/Engineering-related Technologies/Technicians	3	24
Foreign Languages, Literatures, and Linguistics	2	25
<b>Total 2022 awards</b>	<b>3,959</b>	
<b>Number of Fields of Study</b>	<b>25</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>2,016</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>51%</b>	

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

Majors	Masters	Rank
<b>Education</b>	<b>179</b>	<b>1</b>
<b>Business, Management, Marketing, and Related Support Services</b>	<b>149</b>	<b>2</b>
<b>Health Professions and Related Programs</b>	<b>80</b>	<b>3</b>
Public Administration and Social Service Professions	52	4
Natural Resources and Conservation	12	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	11	6
Legal Professions and Studies	10	7
English Language and Literature/Letters	9	8
Theology and Religious Vocations	8	9
Engineering	6	10
History	4	11
Mathematics and Statistics	2	12
<b>Total 2022 awards</b>	<b>522</b>	
<b>Number of Fields of Study</b>	<b>12</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>408</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>78%</b>	

Majors	Doctorate	Rank
<b>Law</b>	<b>75</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>35</b>	<b>2</b>
<b>Education</b>	<b>6</b>	<b>3</b>
Theology and Religious Vocations	2	4
<b>Total 2022 awards</b>	<b>118</b>	
<b>Number of Fields of Study</b>	<b>4</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>116</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>98%</b>	

Source: College Navigator – National Center for Education Statistics